

To:	POLICY & RESOURCES (FINANCE & CUSTOMER SERVICES) SUB-COMMITTEE	Subject:	FINANCE AND CUSTOMER SERVICES QUARTERLY EXCEPTIONS REPORT PERFORMANCE PORTFOLIO APRIL – DECEMBER 2011
From:	EXECUTIVE DIRECTOR OF FINANCE & CUSTOMER SERVICES		
Date:	20 JANUARY 2012	Ref:	AC/LM/EK/AB

1 Purpose

- 1.1 The purpose of this report is to provide the Committee with details of Finance and Customer Services performance results for the third quarter of financial year 2011/12. The report outlines performance relating to the indicators where the results are not within acceptable thresholds.

2 Background

- 2.1 Services are required to report to members when actual performance falls into one of two key areas:
- Indicators not meeting the target set: performance is below the acceptable threshold
 - Indicators surpassing the target set: performance is above the acceptable threshold
- 2.2 Whilst Services are required only to report on indicators that have failed or exceeded the acceptable threshold, indicators that are performing well and are 'on track' is attached for information in Appendix B.

3 Performance Portfolio Indicators April to December 2011

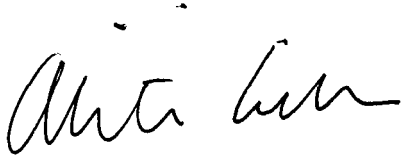
- 3.1 Each Head of Service has performance measures in place which provide them with an indication of how well their service is performing. Finance and Customer Services has 27 performance indicators; of these 21 are on target, 4 are exceeding and 2 are requiring improvement. Appendix A contains information on the indicators which are not performing within acceptable thresholds, grouped by Head of Service and the proposed corrective action.

Performance Indicators: Summary of overall progress

Service	Exceeding Target	On Track	Require Improvement	Total
E Government and Service Development	1	7	2	10
Financial Services	0	7	0	7
Revenue Services	2	7	0	9
Finance & Customer Service: Sickness Absence	1	0	0	1
Total	4	21	2	27

4 Recommendation

4.1 It is recommended that members note the contents of this report.

A handwritten signature in black ink, appearing to read 'Alistair Crichton', written in a cursive style.

Alistair Crichton
Executive Director, Finance and Customer Services

Local Government Access to Information Act: on this report please contact Alison Burns, Accountant,
Financial Services (Tel: 01698 302560)

Appendix A – Performance Indicators: Exceptions

Reason	Service	Type	Indicator	YTD Actual	Target	Variance	Allowed Directional Threshold	Ideal Direction	Update/Corrective Action
✓	E Government and Service Development	KSM	Customer Contact Centre - % of calls abandoned	2%	4%	+2% points	+ 1.5% points	↓	This target was exceeded due to multi-skilling of front line staff and staff working additional hours to cover vacancies this allowed the CCC to mobilise sufficient resource to keep call queues to a minimum therefore reducing the time customers had to wait before getting through to a CSA, reducing the overall abandonment rate.
✘	E Government and Service Development	KSM	Customer Contact Centre - % of calls taken within 20 seconds	84.8% (Q3 88%)	90%	-5.2% points	- 2% points	↑	Although the year-to-date figure is below target performance during quarter 3 was above target and an improvement on the previous two quarters. A continuation of this progress into quarter 4 will result in achievement of the annual target. Performance has further improved during Q3 due to the efforts and flexibility of front-line staff during this period.
✘	E Government and Service Development	KSM	First Stop Shops - % of customers waiting less than 10 minutes	83.9% (Q3 88%)	85%	-1.1% points	-1% point	↑	Although the year-to-date figure (83.9%) is below target, performance during quarter 3 (88%) was above target and an improvement on the previous two quarters. A continuation of this progress into quarter 4 will result in the year to date target being met. The year to date figure has not been met due to vacancies being held in previous quarters.
✓	Revenue Services	KSM	Debtors - number of debtors days	71.5 days	80 days	+8.5 days	+ 1 day	↓	The year-to-date performance reflects the continuing improved collections achieved during the year in respect of monitoring and maintaining debt repayment arrangements and the improvements in the quality of billing information with reductions in queries / disputes.
✓	Revenue Services	SPI	Payment of invoices council wide: % paid within 30 calendar days of receipt	94.7%	91.2%	+3.5% points	+2% points	↑	The performance reflects processing improvements across all Services, together with an overall reduction in the number of invoices being processed throughout the Council.
✓	Finance & Customer Services	KSM	Sickness Absence – average no. of working days lost through sickness absence	4.95 days	5.83 days	+0.88 day	+0.46 day	↓	There has been a significant improvement in sickness absence from Q2 to Q3 as a result of employees returning from long term sickness absence.

Key	Reason	✓	Performance has exceeded expectations	Ideal Direction	↑	A higher figure is better
		✘	Performance is below target		↓	A lower figure is better

Appendix B – Performance Indicators: On Track

Service	Indicator	Status	Actual	Target	Variance	Allowed Directional Threshold
E Government and Service Development	Complaints, all categories - number per status and % responded to within 14 days	On Track	100%	100%	0%	-5%
	Invoices - % paid within 30 calendar days of receipt	On Track	98.97%	97.1%	+1.87%	+2.9%
	Gold applications - % availability	On Track	99.9%	99.9%	0%	-0.5%
	Wide area network - % availability	On Track	99.43%	99.9%	-0.47%	-0.5%
	Service desk - % of reported incidents resolved by service partner within SLA	On Track	97.73%	95%	+2.73%	+5%
	Service desk calls - % customer satisfaction	On Track	99.84%	95%	+4.84%	+5%
	First Stop Shops - average waiting time, minutes	On Track	4 mins 49 secs	6 mins	+1 min 11 secs	+2 mins
Financial Services	Complaints, all categories - number per status and % responded to within 14 days	On Track	100%	100%	0%	-5%
	Invoices - % paid within 30 calendar days of receipt	On Track	98.66%	98.77%	-0.11%	-4.94%
	Budget monitoring reports - % submitted to CMT and committee on time	On Track	98.18%	100%	-1.82%	-5%
	Statutory financial reports - % completed by deadline date	On Track	100%	100%	0%	-5%
	Key financial returns - % completed by deadline date	On Track	100%	100%	0%	-5%
	Treasury - % of prudential indicators complied with	On Track	100%	100%	0%	-5%
	Internal Audit - % customer satisfaction	On Track	100%	95%	+5%	-5%
Revenue Services	Complaints, all categories - number per status and % responded to within 14 days	On Track	96.49%	100%	-3.51%	-5%
	Invoices - % paid within 30 calendar days of receipt	On Track	86.84%	76.46%	+10.38%	+23.54%
	Non domestic rates - % collected during the year	On Track	79.9%	79%	+0.9%	+2.5%
	Employee payments - % employees paid correctly and on time	On Track	99.74%	99.8%	-0.06%	-0.1%
	Efficiency savings - £ total procurement efficiency savings achieved year on year	On Track	£1,600,000	£1,600,000	£0	+/- £0.2m
	Council Tax % collected in the year	On Track	81.73%	83%	-1.27%	-2.5%
	Benefits administration - average days to process new claims and change events	On Track	10.2 days	12 days	+1.8 days	+2 days

Note:

Variance is difference between actual and target. A + before the result denotes target is being exceeded within the threshold and a – denotes target is not being met however measure is still within threshold.

Allowed Directional Threshold only shows the threshold for the variance result, ie if the variance is exceeding the target this only shows how much it can exceed before becoming an exception, there will also be a threshold where the target is not being met.